Chapter 4

Band Operations

COMMAND AND CONTROL

4-1. The band commander is responsible for unit level command and control of the band. Command above unit level is accomplished by assigning or attaching the band to a higher headquarters. The echelon commander designates which subordinate staff agency will act as the band's mission approval authority. Operational control of the band is normally the responsibility of the G-1/J-1 or equivalent staff position. Regardless of which general staff agency is designated as the approval authority for band missions, it is responsible to receive, review, and approve all band tasking, as well as to schedule band missions in order to preclude conflicts. If conflicting missions or tasks arise, the assigned staff agency is the sole resolution authority, determining which mission will receive priority for band support.

MISSIONS

4-2. All band missions are approved through close coordination between the band commander and the mission approval authority. Band missions are carefully monitored by the command to ensure proper employment of the band within its mission capabilities and to preclude degradation of those capabilities. The band commander is the sole advisor on how the band is used. The staff agency assigned as the band's mission approval authority, in conjunction with the band commander, is the sole committing authority for band missions.

MISSION TYPES

4-3. Because of the fluid conditions on the battlefield, command and control of the band is closely coordinated to ensure the effective use of bands. Bands are prepared to meet mission requirements through both reactive and proactive missions.

REACTIVE MISSIONS

4-4. Bands respond to taskings for mission support by providing music for military ceremonies, troop support functions, concerts, protocol functions, religious ceremonies, civil affairs related activities, and psychological operations (PSYOP). Bands are prepared to respond to missions throughout the area of operations (AO) and under all levels of conflict.

PROACTIVE MISSIONS

4-5. The majority of band performance missions will occur in response to requests from supported organizations. However, band commanders will be required to seek opportunities to perform for supported organizations and activities.

EXECUTING OPERATIONS

4-6. Properly planned and executed band operations will ensure the smooth and coordinated execution of the band's assigned missions and decrease the security risks to which the band is exposed. Failure to properly prepare decreases unit capabilities and can ultimately result in the unit failing to accomplish its mission. Correct and complete information is essential to successfully accomplish assigned missions. To ensure this quality of information, consideration must be given to the key functions of sustainment which are discussed in Chapter 8 (manning, arming, equipping, fueling, fixing, transporting, protecting, and feeding), and to the major activities of operations planning (situation, mission, execution, training, combat service support, command relationships, and communications) which are discussed below and amplified in Appendix C.

OPERATIONAL CONSIDERATIONS

Training and Rehearsal Time

4-7. The band commander is the sole authority to determine how much training is required to complete each musical mission. The training time required for each ensemble to effectively perform its musical mission must be considered by the mission approval authority when scheduling or approving musical missions for the band.

Mobility Of Army Bands

4-8. Mobility issues for Army bands are discussed fully in Chapter 8.

Limitations

4-9. Army bands cannot perform live music in areas contaminated by nuclear, biological, or chemical (NBC) exchange. Although Army bands are not expected to perform in an NBC environment, they still conduct individual and collective NBC training to allow them to perform their secondary missions of security augmentation operations for command posts, or augmentation of perimeter security for EPW/civilian internee operations. Army bands cannot perform live music during periods of direct or indirect fire. Bands will not perform music or carry instruments while double timing.

Environmental Considerations

4-10. The quality of performance may be rendered ineffective, and there is a potential for personal injury and damage to musical instruments when bands perform under extreme climatic conditions. Recordings should be used to provide musical support under these extreme conditions.

4-11. **Weather.** Rain can severely damage woodwinds and percussion equipment. This is especially critical in areas where maintenance facilities are not available. Rain or wet ground present serious safety hazards in popular idiom performances that require electronic instruments and equipment. Performances in such conditions require overhead protection and dry insulating pads beneath all electrical instruments, cords and connections.

4-12. **Climate.** When the temperature or the wind chill factor reaches the freezing point, potential personal injuries include (but are not limited to) frostbite, or freezing of the extremities such as fingers, and lips freezing to the surface of metal mouthpieces. In addition, the warm breath blown through wind instruments creates condensation that immediately freezes valves, keys, and slides, rendering the instruments inoperable.

4-13. **Terrain.** The performance of instrumental music while marching requires terrain that is relatively flat, dry, and free from large rocks, potholes, or other obstacles. Rough terrain may cause band members to trip or stumble, as they cannot see the terrain directly in front of them while performing music and marching in formation. This produces the potential for serious injuries such as sprains, or may cause mouthpieces to strike the pallet, resulting in permanent injury. When ceremonies must be conducted under poor terrain conditions, consideration should be given to placing the band adjacent to the reviewing officer's position. The band would then remain stationary throughout the ceremony.

RISK ANALYSIS

4-14. Band commanders will employ the risk management process to reduce the safety hazards for all band missions and training. This process is discussed in Appendix C.

LOAD LIST/PLAN AND MANIFESTS

4-15. Division and Army Bands, and Army Bands (General Support) will maintain appropriate load lists (inventory of load) and corresponding load plans, as well as personnel manifests tailored to each performing element. These assist the echelon transportation officer in providing personnel and equipment transportation beyond the band's organic transportation capabilities. Load lists/plans and manifests are developed in accordance with echelon guidance and echelon SOPs.

OPERATIONAL PLANNING

4-16. Band missions require proper planning, coordination, and execution. While each mission is different, the planning process is accomplished in a consistent manner that is readily understood throughout the Army. A sample application of this process is provided in Appendix C. To facilitate operational planning, the band commander, sergeant major/first sergeant, and the operations NCO routinely consider and develop answers to these basic questions:

- What is the situation?
- What is the mission?
- How will we execute the mission?
- How will we train for the mission?
- What will our command structure be?
- How will we communicate?

Situation

4-17. The band commander must obtain information and knowledge to understand the command assessment of the current situation. While the command's assessment of the situation is expressed in terms of the operations order, active coordination with the echelon General Staff and the supported unit are required to obtain the details needed to perform the band's mission.

Mission

> 4-18. Army bands derive their mission from the echelon commander's mission analysis, the band commander's own Risk Assessment, the tasking received from the band's mission approval authority, and coordination with the supported unit. This mission statement is a concise expression of the task to be accomplished by the band.

Training

> 4-19. The band commander determines the amount of training required for each musical group to successfully complete its mission.

Execution

> 4-20. The band commander visualizes the execution of the mission from start to finish in the form of a concept of the operation, specific taskings, and internal and external coordination instructions.

Combat Service Support (CSS)

> 4-21. As with all arms of the service, the band requires CSS to accomplish its mission. Band commanders determine their CSS requirements by identifying needs for material and services, medical support, personnel support civil/military coordination, as well as additional security concerns. These are needs beyond the band's organic capabilities that must be fulfilled by other units and agencies in order to accomplish the mission.

Command Structure

> 4-22. The band commander prescribes the command structure for the performing element assigned to the command.

Communication

> 4-23. The band commander coordinates and plans for the means and mode of communication to be used by the band during execution of the operation in accordance with the echelon CEOI and the needs of the mission.